



2009 ANNUAL PERFORMANCE REPORT

N.C. DEPARTMENT OF TRANSPORTATION



Message from the Secretary and Board of Transportation

Dear North Carolina Citizens:

We are pleased to present you the second annual N.C. Department of Transportation performance report. It is a synopsis of NCDOT's performance results for fiscal year 2009, organized around achievement of our five strategic goals:

- o Make our transportation network safer;
- o Make our transportation network move people and goods more efficiently;
- o Make our infrastructure last longer;
- o Make our organization a place that works well;
- o Make our organization a great place to work.

The year 2009 brought tremendous positive change to transportation issues in North Carolina. In January, Governor Perdue appointed a new transportation leadership team and charged the department to be more transparent, accountable and efficient. To remove politics from decision-making, the Governor moved the authority to approve transportation projects from the Board of Transportation to the Secretary of Transportation. The board's responsibility shifted to setting policy and monitoring the department's performance.

Greatest challenge of the year, as it was for the state as a whole and all our citizens, was coping with the worst economic environment since the Great Depression. The department made painful job cuts, froze compensation and cut back on projects to bring spending in line with a 10 percent reduction in revenues from fuel taxes, motor vehicle fees and other funding sources. We devised innovative financial strategies — including the state's first modern toll road and use of federal bond funding — to stretch limited transportation dollars.

The department implemented a new performance-driven management system based on strategic planning and data-based decision making, with a focus on greater transparency and accountability. A key element is a new employee performance plan that links each employee's goals and activities to the department's priorities.

In the following pages, we'll detail the accomplishments and challenges of 2009. Statistical information is through the fiscal year ending June 30, 2009, but the report also discusses our major activities for the calendar year.

We invite you to review this report and its supporting material on our new "performance dashboard" at www.ncdot.gov/performance. This year has been a new beginning for the department and state, and we will continue to strive to be high-performing, transparent and accountable as we connect people and places in North Carolina.

Sincerely,



J. Douglas Galyon
Chairman
North Carolina Board of Transportation



Eugene A. Conti, Jr.
Secretary
North Carolina Department of Transportation

On Time On Budget

View from U.S. 70 Clayton Bypass, North Carolina's newest Scenic Byway.
Winner of the 2009 AASHTO Southeast Regional Award for "On-time Category"

Safe Innovative Environmentally Sensitive



The Ocracoke Bridge Replacement Project on the Outer Banks received a national “Innovative Management Award” for creative transportation solutions. NCDOT used innovative techniques to minimize commercial and tourism disruption while replacing seven bridges on N.C. 12, the only road linking the Outer Banks in Hyde County.

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Statistical information is for fiscal 2009 (July 1, 2008 – June 30, 2009).

Narrative report discusses performance through December 2009.

Key Accomplishments

Transportation Reform

The primary focus of NCDOT for 2009 was transportation reform. This comes in response to Gov. Bev Perdue's Executive Order Number 2, which shifted responsibility for approving transportation projects from the Board of Transportation to the Secretary of Transportation, "in order to assure that plans are developed and projects are awarded based on professional standards and not other considerations." It also directed the secretary to implement a professional decision-making process for selection and approval of projects.

In response, the department developed a "policy-to-project" transportation reform framework. It progresses from a 20-year Transportation Plan that sets forth the department's vision for transportation, to a 10-year Program and Resource Plan that outlines long-term spending plans, to a five-year Work Program of specific projects that the department expects to accomplish over that period.

Projects in the Work Program will be selected based on a new Prioritization Model that rigorously ranks proposed projects based on measurable criteria such as safety, mobility and preservation of infrastructure. The idea is to a) take politics out of the decision-making process and b) ensure certainty of project delivery. In the past, the department has delivered on 50 percent of projects in the State Transportation Improvement Plan. The goal of the Five-Year Work Program is a delivery rate of 90 – 95 percent.

Performance Management

The department implemented a new performance management system that sets goals and objectives based on measurable standards and publishes results quarterly, so that the Board of Transportation and public may hold the department accountable. Results are displayed on a Performance Dashboard on the department's Web site. All employees, from the secretary to the transportation worker, are measured by individual performance plans tied to the departmental goals. See page 16.

Open Communications

NCDOT in June adopted a new communications strategy designed to make the department more transparent and accountable to citizens and accessible for employees. The department opened new channels of communication with DOT Facebook and Twitter accounts. An "Open Book" section on the Web site posts all contract, grants and financial information. Secretary Conti visited all 14 transportation divisions by Sept. 30, where he held "Town Hall" meetings with some 3,000 employees, met with local officials, held editorial board meetings with local newspapers and hosted media availabilities with local television, radio and other print media.

Environmental Sensitivity

The department completed a new “Complete Streets” policy that integrates transit and pedestrian-friendly planning into roadway design. We also embarked on a Sustainable Communities initiative, in cooperation with the federal government, to help improve access to affordable housing, provide more transportation options, and lower transportation costs while protecting the environment in communities.

American Recovery and Reinvestment Act

The department was a leader nationally in awarding contracts for recovery projects to put North Carolinians to work and stimulate economic development. As of Nov. 30, contracts awarded had created or sustained 22,663 jobs and a payroll of \$19,211,952. The department has identified projects for more than 90 percent, or \$679 million, of the \$730 million that North Carolina received for highway and bridge projects. Another \$103 million was awarded for transit projects, and the state applied for further stimulus funding for:

I-85 Corridor

The state submitted in July 2009 an application for \$300 million in federal stimulus funds for the I-85 Corridor Improvement Project to modernize and widen a critical bridge link and roadway that has become a bottleneck on “the Main Street of the East Coast.”

High-Speed Rail

In October, NCDOT’s rail division submitted an application for \$5.5 billion in federal stimulus funding for the Southeast High Speed Rail Corridor, linking Washington, D.C., with Atlanta. North Carolina has taken the lead among southern states in doing the technical and financial planning for the project.

Improving DMV

The Division of Motor Vehicles implemented a new “E-sticker” auto inspection system that improves compliance and benefits the environment. DMV also changed from local to central issuance of drivers’ licenses, enhancing security and improving service to the motoring public.

Toll Roads

On Aug. 12, the N.C. Turnpike Authority broke ground on the 18.8-mile Triangle Expressway, North Carolina’s first modern toll road. Innovative financing allowed the department to accelerate construction of Wake County’s southern loop by a decade. Four other toll projects around the state are in various stages of development.

About Our Department

The N.C. Department of Transportation is **one of North Carolina's largest state government agencies** and employs more than **12,000 people** who oversee all modes of transportation in North Carolina, including **highways, rail, aviation, ferries, public transit, and bicycle and pedestrian transportation**. The department also oversees North Carolina's **Division of Motor Vehicles** and the **N.C. Turnpike Authority**.

The N.C. Department of Transportation dates back to the establishment of the State Highway Commission in 1915. In 1941, the North Carolina General Assembly created the Department of Motor Vehicles, consolidating services previously provided by the Secretary of State and the Department of Revenue.

The Executive Organization Act of 1971 then combined the State Highway Commission and the Department of Motor Vehicles to form the N.C. Department of Transportation and Highway Safety. In 1979, "Highway Safety" was dropped from the department's name when the Highway Patrol Division was transferred to the newly created Department of Crime Control and Public Safety.

Today, NCDOT's operations are led by the Secretary of Transportation, a member of the governor's cabinet, and a Chief Operating Officer (COO). A 19-member **Board of Transportation** is the department's governing body and is responsible for overseeing the transportation policy-making process and monitoring performance of the agency.

The department's COO is responsible for day-to-day oversight and management of departmental operations. The COO chairs the Strategic Management Committee (SMC), comprising the department's executive staff, which is responsible for developing strategic direction and initiating action for performance-related deficiencies.

"I know in these days of budget cuts that NC is looking at all expenses. Please know that I really appreciate IMAP (motorist assistance) and the services it provides to the traveling public. It saves time, frustration and improves highway safety."

– Citizen in Salisbury



Governor Bev Perdue and Secretary Gene Conti lead the first groundbreaking ceremony for a project utilizing federal funds under the American Recovery and Reinvestment Act in Camden County.

Facts & Figures

NCDOT Responsibility

- o NCDOT maintains nearly 80,000 **miles of highway** statewide, second largest state-maintained system in the United States.
- o NCDOT maintains 12,712 **bridges**, 13th largest in the nation.
- o The department's Ferry Division operates the nation's second largest **ferry system**, largest on the east coast, with 22 ferries on seven routes. The ferries carried 2,142,382 passengers and 943,504 vehicles in 2009.
- o There are 8,800 **traffic signals** in North Carolina; 95 percent of them use light emitting diode (LED) bulbs which use 93% less energy and last 5 times longer than traditional bulbs.
- o Railroads in North Carolina operate more than 3,300 **miles of track**.
- o North Carolina has 72 **publicly owned airports** and more than 300 privately owned airports, heliports and other landing areas.

Citizens Served

- o There are approximately 6.5 million **licensed drivers** and more than 8.5 million **vehicles** registered in North Carolina.
- o Motorists traveled more than 1 billion vehicle miles in North Carolina during fiscal year 2008 – 2009.
- o In 2008, more than 1 million callers accessed real-time statewide **travel information** by calling North Carolina's 511 system.
- o Transit systems in the state served more than 62.2 million passengers in 2008, a 9.6 percent increase over the previous year. **Rural public transportation** annually serves more than 6.6 million passengers.
- o More than 47 million **air passengers** fly to and from North Carolina, and more than 800 million pounds of **air freight** are exported annually.

Public Services

- o NCDOT makes more than 62,000 **Incident Management Assistance Patrol (IMAP)** stops each year to assist disabled motorists and keep traffic moving in congested urban areas.
- o About 250 live **traffic cameras** and over 600 **speed sensors** give NCDOT a real-time look at traffic along major routes across the state.
- o The N.C. Wildflower Program maintains more than 2,000 acres of **wildflowers** along North Carolina's roadsides.
- o North Carolina's **Adopt-A-Highway Program** is one of the largest of its kind in the nation. More than 12,000 miles of state-maintained roadsides have been adopted by 6,000 volunteer groups, saving taxpayers approximately \$5 million in annual clean-up costs.

Financial Snapshot

State Fiscal Year 2009: July 2008 through June 2009

Forecast to Actual

Receipts

State\$2,641,911,220
 Federal\$1,066,954,657
 Debt.....\$ 137,531,556
 Local.....\$ 50,572,095
 Grants\$ 70,440,870

Total\$3,967,410,398

Forecast...\$3,896,000,000

Variance\$71,410,398

Variance %.....1.8%

Expenses

Construction..... \$1,829,422,680
 Maintenance..... \$ 819,916,027
 Transit \$ 211,010,882
 Debt Service..... \$ 144,786,222
 Admin..... \$ 245,540,525
 Transfers \$ 450,965,663
 State Aid & Other\$ 170,192,663

Total\$3,871,834,662

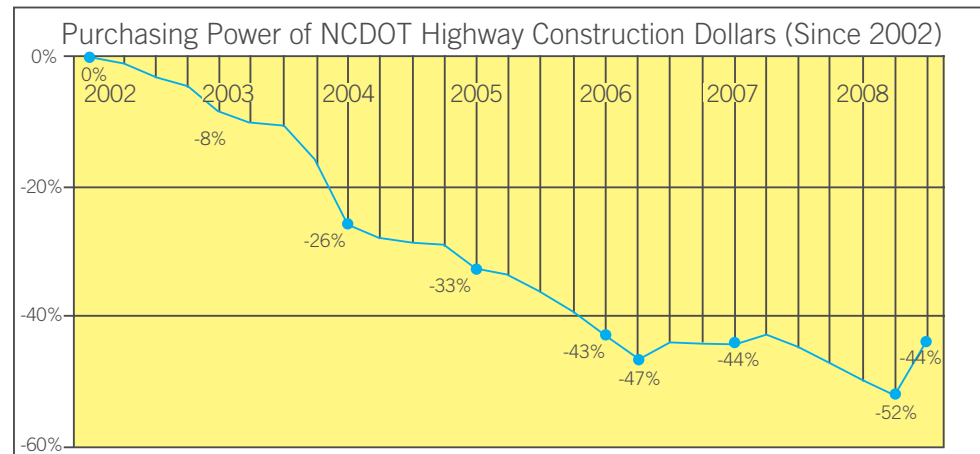
Forecast..... \$4,140,000,000

Variance..... (\$268,165,338)

Variance %..... -6.5%

Agency Transfers (Direct Transfers)

General Fund \$147,531,245
 Turnpike Authority ... \$ 25,000,000
 Highway Patrol \$191,501,752
 Public Instruction \$ 52,801,841
 Other Agencies..... \$ 34,130,825
Total \$450,965,663



American Recovery and Reinvestment Act

With passage of the American Recovery and Reinvestment Act of 2009 (ARRA) on February 17, 2009, the department was provided more than \$838.8 million in transportation funds that could be utilized on shovel-ready projects across the state. Of the \$838.8 million, \$735.5 million could be used for highway and bridge projects and \$103 million for transit projects, split between urban (\$70 million) and non-urban (\$33.1 million) areas.

Separately, the state applied for funding under two ARRA programs under which awards will be made on a discretionary basis. NCDOT applied for:

- o \$5.5 billion for projects for the Southeast High Speed Rail Corridor, linking Washington to Charlotte.
- o \$300 million to replace the Interstate 85 bridge over the Yadkin River, in Davidson and Rowan counties.

For more information on ARRA transportation projects in North Carolina, see the ARRA Performance Details section of the Supporting Material for this report available online at www.ncdot.gov/performance.

2008 – 2009 program highlights include:

- o In the fall of 2008, prior to the ARRA being signed into law, the department worked to identify and prioritize projects in anticipation of the act being signed into law to be ready to immediately advertise projects funded with ARRA funds. This effort was successful, as the first 11 ARRA-funded projects were advertised on February 17, 2009, the day the Act was signed into law.
- o On March 3, 2009, ARRA funds were available for the department to begin federal authorizations for projects, and on March 25, 2009, the department awarded its first ARRA-funded projects.
- o The department met the requirements of ARRA by obligating at least 50 percent of the ARRA funding prior to the 120-day redistribution deadline of June 29, 2009.

“I just wanted to let you know that my wife

and I have been impressed with the clean rest area

in Polk County on Interstate 26.”

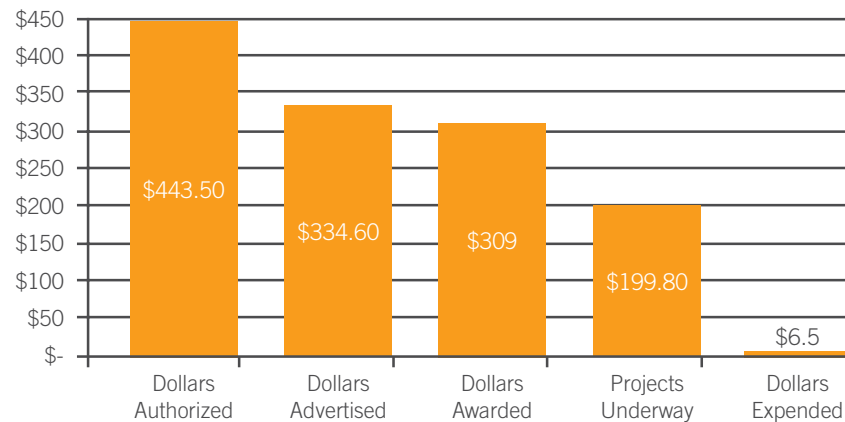
– Visitor from Ohio

ARRA Job Creation and Sustainability

Month	Number of Workers	Hours Worked	Payroll	Monthly FTEs*
Mar. 09	0	0	\$0	0
Apr. 09	74	994	\$22,751	6
May 09	625	19,355	\$382,856	112
June 09	1,095	46,487	\$850,536	269
July 09	2,173	99,854	\$1,773,685	577
Aug. 09	3,684	208,190	\$3,435,627	1,202
Sept. 09	4,963	249,566	\$4,297,712	1,440
Oct. 09	5,510	301,757	\$5,298,748	1,741
Nov. 09	4,539	181,344	\$3,150,037	1,047
Total	22,663	1,107,547	\$19,211,952	

*Based on guidance from the Office of Management and Budget in Washington, the calculation of Full Time Equivalents (FTEs) will be used to “measure the effectiveness” of ARRA and produce the number of “new” and “retained” jobs nationwide.

ARRA Funds in North Carolina



As of June 30, 2009
Dollars in Millions

Program Performance Profiles

About Our Performance Metrics

The Transportation Department continues to progress to a results-based performance organization — and away from subjective influences on decision-making. In doing so, the agency now measures performance based on expected results, to be more transparent and more accountable for what we promise. Performance accountability starts at the top of the organization (Office of the Secretary) and cascades through to the transportation field worker, DMV examiner, engineer, personnel technician, administrative assistant and all other employees. All functions within the agency must work together efficiently and effectively to ensure delivery of our programs, projects and services on schedule and within budget.

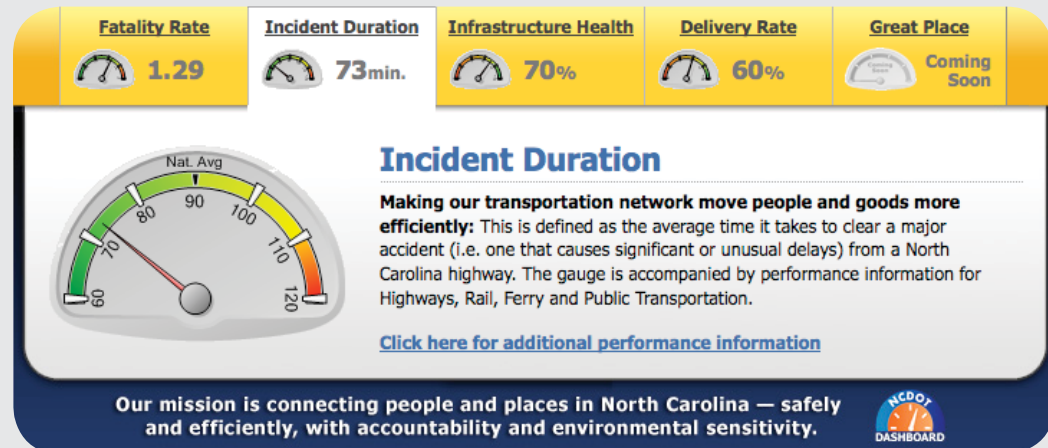
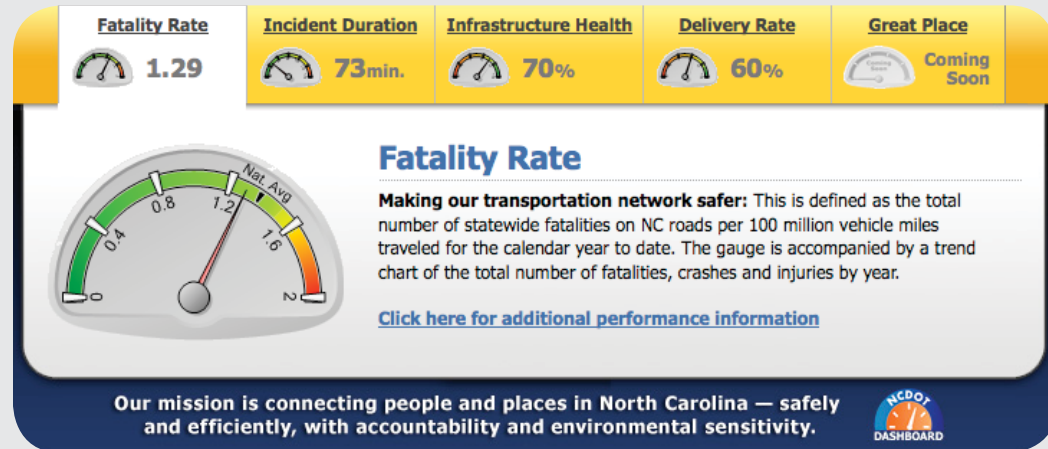
The five key goals for the department are **safety, mobility, infrastructure preservation, delivery and employee satisfaction**. Under those goals are 29 measures of performance identified as key to success. In fiscal 2009, we met or exceeded 59 percent of those measures. The results are somewhat misleading, because they relate to ambitious targets set before the recession took hold. But we want to be accountable, nonetheless, and obviously we have room for improvement.

In the following pages, our Performance Scorecard reports the results in each area as compared to numerical targets. Following that is a discussion of where we succeeded or failed in meeting expectations, and why.

Although NCDOT is looked upon as a North Carolina government leader in measuring organizational and individual performance, there is still work to be done to continue to improve the performance metrics, systems and data we use. Therefore, the department's executive measures of success and systems to track results are continually evolving. The department reviews its performance measures and targets annually; results are monitored continuously and reported quarterly. If goals are achieved, the department still may "stretch" the targets to continue to improve performance. If results are not achieved, the appropriate agency head is expected to identify causes and improve results. Our detailed performance metrics for fiscal year 2009 – 2010 are included in the Performance Planning section of the Supporting Materials for this report, available online at www.ncdot.gov/performance.

The department has a web-based Performance Dashboard reporting our performance on the key success goals, and anyone can check the results, from the Governor, to Board of Transportation members, to citizens, to the employees. The Performance Dashboard is continually updated to display the most recent results of our organizational performance measures. It is located at www.ncdot.gov/performance.

NCDOT Performance Dashboard Available to Public on Web site



Note: These images are a snapshot of the department's Performance Dashboard. Results may not be comparative to the fiscal year results. The current Performance Dashboard can be found at www.ncdot.gov/performance.

Performance Scorecard

Goal	Defined Performance Measure	Target	FY2009 Result
Safety: Make our transportation network safer	rate of fatalities per 100 million vehicle miles	less than 1.6	1.4
	rate of crashes per 100 million vehicle miles	less than 233.8	225.8
	rate of injuries per 100 million vehicle miles	less than 115.6	106.4
	% of statewide safety belt usage	90%	89.5%
	number of centrally issued driver licenses (2 DMV locations only)	greater than 18,000	21,151
Mobility: Make our transportation network move people and goods more efficiently	% of strategic highway corridor miles that have little or no recurring congestion	85% or greater	87.2%
	% of scheduled ferry runs completed	97% or greater	97.6%
	average time to clear a major accident	less than 90 min.	80 Min.
	% reduction in expected growth of vehicle miles traveled	25% or greater	25%
	% increase in the number of intercity rail passengers	3% or greater	21%
Infrastructure Health: Make our infrastructure last longer	% of interstate route pavement lane miles in good condition	85% or greater	80.5%
	% of primary route lane pavement miles in good condition	80% or greater	65.4%
	% of secondary route lane pavement miles in good condition	75% or greater	68.5%
	% of bridges in good condition	76% or greater	63.7%
	weighted score of all highway features and elements, excluding pavement and bridges, in good/excellent condition	84 or greater	81.7
Make our organization a place that works well	% of projects "advertised for bid" and awarded to the contractor for construction on schedule	70% or greater	64%
	% of projects that completed right of way plans on schedule	70% or greater	57%
	% of highway construction projects completed on schedule	70% or greater	78%
	% of highway construction projects completed on budget	70% or greater	65%
	average environmental inspection score for construction and maintenance projects statewide	7.5 or greater	8.6
	% of administration costs compared to overall budget	less than 7.6%	6.3%
	% of federal receipts to eligible authority to bill	95% or greater	114%
	% of planned expenses to actual receipts	+/- 5%	-2.8%
	% of offsite DMV services compared to onsite services*	TBD	n/a
Make our organization a great place to work	average customer wait time at DMV offices	15 minutes or less	17.5 Min.
	employee safety index	less than 9.79	5.27
	total average time to hire staff*	TBD	n/a
	% of employees surveyed that feel the department is a great place to work*	TBD	n/a
	% of active NCDOT leadership positions that met or exceeded performance expectations	100%	99%

*As of this printing, NCDOT was still developing measurement criteria for these categories.

For more information, see Performance Scorecard Details available online at www.ncdot.gov/performance.

■ Exceeded goal
■ Met goal
■ Below goal

*Our mission is connecting
people and places in
North Carolina — safely
and efficiently, with
accountability and
environmental sensitivity.*

About Our Performance

Following are the performance areas where NCDOT did not perform well in fiscal 2009, with explanations and discussion of plans to improve.

Safety

Defined Performance Measure	Target	2009 Result
% of statewide safety belt usage	90%	89.5%
Highway crash, fatality and injury rates have all improved since 2008, and NCDOT has exceeded its targets for these measures for 2009. But, statewide seatbelt usage rate has dropped by 0.3% since last year. To address this, NCDOT's Governor's Highway Safety Program is continuing the "Click It or Ticket" and "R U BUCKLED?" programs. R U BUCKLED? continues to expand in high schools across the state. The Governor's Highway Safety Program seeks to target audiences through partnerships with organizations such as the Carolina Hurricanes and Lowe's Motor Speedway.		

Mobility

Defined Performance Measure	Target	2009 Result
% of scheduled ferry runs completed	97% or greater	97.6%
While NCDOT met our target for completing scheduled ferry runs, our score is down more than 1% from last year. During fiscal year 2009, the U.S. Coast Guard raised crew size requirements and required additional inspections of ferries. The changes meant that extensive repairs would need to be made to some vessels and an additional 74 crewmembers would be required to continue the regular ferry schedule. Because of the economy, the Ferry Division was unable to hire additional staff and instead reduced the number of ferry runs.		

The General Assembly allocated new positions for the Ferry Division for fiscal year 2010, which will restore scheduled ferry runs to previous levels of service. We hope to have most of the runs restored by January 2010. NCDOT also is conducting a major study to determine service/vessel needs and efficiencies that can be realized.

Infrastructure Health

Defined Performance Measure	Target	2009 Result
% of interstate route pavement lane miles in good condition	85% or greater	80.5%
% of primary route lane pavement miles in good condition	80% or greater	65.4%
% of secondary route lane pavement miles in good condition	75% or greater	68.5%
% of bridges in good condition	76% or greater	63.7%
weighted score of all highway features and elements, excluding pavement and bridges, in good/excellent condition	84 or greater	81.7
NCDOT measures how well the state's highway infrastructure is being taken care of by assessing three major components: Pavement, Bridges and Roadside Features. These three components are given a score that reflects the overall "Health" of the system. The scores range from 0 to 100, with a score of 100 being perfect.		

The targets for these measures were set in early 2008 and thus do not reflect the impact of the recent economic downturn. Because of revenue shortfalls, and the resultant reduction of funds for maintenance and operations, the department has been unable to achieve the improvements it had hoped to gain in pavements, bridges and roadside features.

However, with the approval of the American Recovery and Reinvestment Act (ARRA), the department has placed an emphasis on projects that will preserve and improve the health of the system through resurfacing, bridge preservation and bridge replacements. ARRA funding and the department's new emphasis on data-driven decision-making should enable us to make improvements in infrastructure health through a strategic mix of investment in maintenance, preservation, rehabilitation, reconstruction and replacement. Specifically, the department is:

- o Focusing more on preventative maintenance and preservation. We are sealing cracks on our roads and resurfacing them before they experience widespread deterioration.
- o Keeping shoulders and drainage in good condition, which extends the life of our roads.
- o Applying a preventative maintenance approach to our bridges based on past success with a preventative maintenance approach for pavements. For example, we are preserving our good bridges by cleaning and sealing bridge decks.
- o Maintaining our bridges as efficiently as possible to make our dollars go further. When making a bridge repair, for instance, we address other maintenance needs as much as possible at that bridge while crews are on site.

NCDOT is also developing plans to:

- o Invest a higher percentage of our dollars into bridge preservation and rehabilitation and interstate maintenance to keep these important assets in good condition.
- o Implement a bridge management system that recommends the right fixes at the right time to maximize the effectiveness of the dollars that we spend maintaining and preserving our bridges.
- o Improve technical expertise through training and professional development opportunities in preservation, project management, asset management, etc. for our infrastructure managers.
- o Investigate and implement new techniques, advanced materials and equipment to improve efficiency and incorporate longer lasting materials in our operations where they are cost effective.

Works Well

Defined Performance Measure	Target	2009 Result
% of projects “advertised for bid” and awarded to the contractor for construction on schedule	70% or greater	64%
Revenue shortfalls that developed after the target was created accounted for the shortfall. However, if federal recovery projects are included, the department’s success rate on project delivery improves to approximately 72% and achieves the target. In September, NCDOT produced a “Work Program” that includes a definitive list of the highway construction projects that we will complete in the next 5 years. This should allow staff to avoid changing priorities which have led to delays in project delivery in the past. NCDOT also has improved our schedule management tool to ensure more realistic project schedules and better reporting of and accountability for delays.		
% of projects that completed right of way plans on schedule	70% or greater	57%
In 2008, recognizing a decline in transportation revenues, NCDOT chose to control spending by delaying projects. Because of this freeze, NCDOT did not meet the right-of-way (ROW) plan delivery rate goal set for 2009. In a related effort, NCDOT has begun a comprehensive ROW improvement process to find more efficient and innovative ways to acquire right of way. These changes will improve NCDOT’s ability to meet the schedules for the projects in the Five-Year Work Program described above.		
% of highway construction projects completed on budget	70% or greater	65%
Construction projects experienced overruns primarily due to estimated quantities to perform the work during design not being adequate to complete the work. In addition field conditions contemplated during design were different than anticipated, making it necessary to perform extra work to complete the project.		
NCDOT has made process improvements to minimize project overruns. Construction engineers are now reviewing estimated quantities prior to bid, checking for field conditions and sufficient quantities to perform the work. Also, during construction when overruns occur, the construction engineers contact the designers to consider other methods by which the work could be completed in a more cost effective manner. A yearly overrun report was created in 2008 that provides feedback to field personnel and project designers regarding project and contract line item overruns. This feedback will lead to improvements in the development of project plans and contract quantities during design and in the administration of the contract during construction.		
average customer wait time at DMV offices	15 minutes or less	17.5
Implementation of a new customer traffic management system in 60 Driver License offices has allowed the division to monitor customer wait time. The average wait time in these offices was 17.5 minutes, with 62 percent of customers served under the target wait time of 15 minutes. Due to budget constraints, facility upgrades, etc., DMV has not expanded the program. Once this program is in place statewide, the division can determine more accurately the causes of delay and implement improvements to meet our targets.		

Great Place

Defined Performance Measure	Target	2009 Result
% of active NCDOT leadership positions that met or exceeded performance expectations	100%	99%
In April 2009, NCDOT implemented a new results-based performance management system for all employees using a new Performance Dashboard & Appraisal (PDA) tool to document performance expectations (metrics) and the results achieved. This system emphasizes individual and business unit performance accountability and sets clear performance expectations for all employees. PDA's serve the purpose of providing an accountability linkage for department-wide results, as shown in this report, to individual managers and employees. NCDOT is committed to using performance data to improve the quality of our management decisions and find and address the root cause of performance issues.		

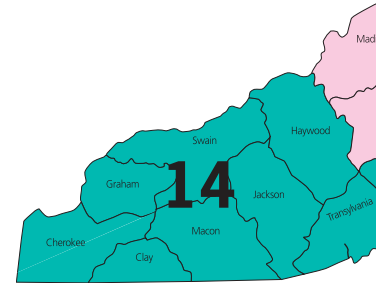
*“On a recent trip to Savannah, GA, driving via I-95
both my daughter and I noticed a marked difference in the road
surface quality when leaving NC and entering SC and even into GA.
Our roads here in NC are the best!”*

– Citizen in Cary

Highways

The department's highway program is delivered primarily by the Division of Highways (DOH), the Division of Technical Services (DTS*), and the Governor's Highway Safety Program (GHSP). The DOH comprises central and field-based functions including Preconstruction, Safety and Mobility, Field Support, Asset Management and Operations, all of which support delivery of transportation projects statewide. In addition, DTS supports the delivery of projects statewide through eight central functions: Contract Standards and Administration, Contractual Services, Performance Metrics, Photogrammetry, Professional Services, Research, Program Management and Quality Enhancement. GHSP promotes highway safety awareness through the planning and execution of safety-related initiatives and programs.

Together, they are responsible for the 80,000-mile state highway system. Planning, programming, technical assistance and engineering for major highway projects are done centrally, while the 14 field offices, known as "Transportation Divisions," manage construction of the projects. The Transportation Divisions also maintain and operate the highway system within their geographical boundaries and perform planning and engineering for some smaller projects. The performance results are the outcome of the activities performed by the central highway functions as well as field functions, and GHSP.

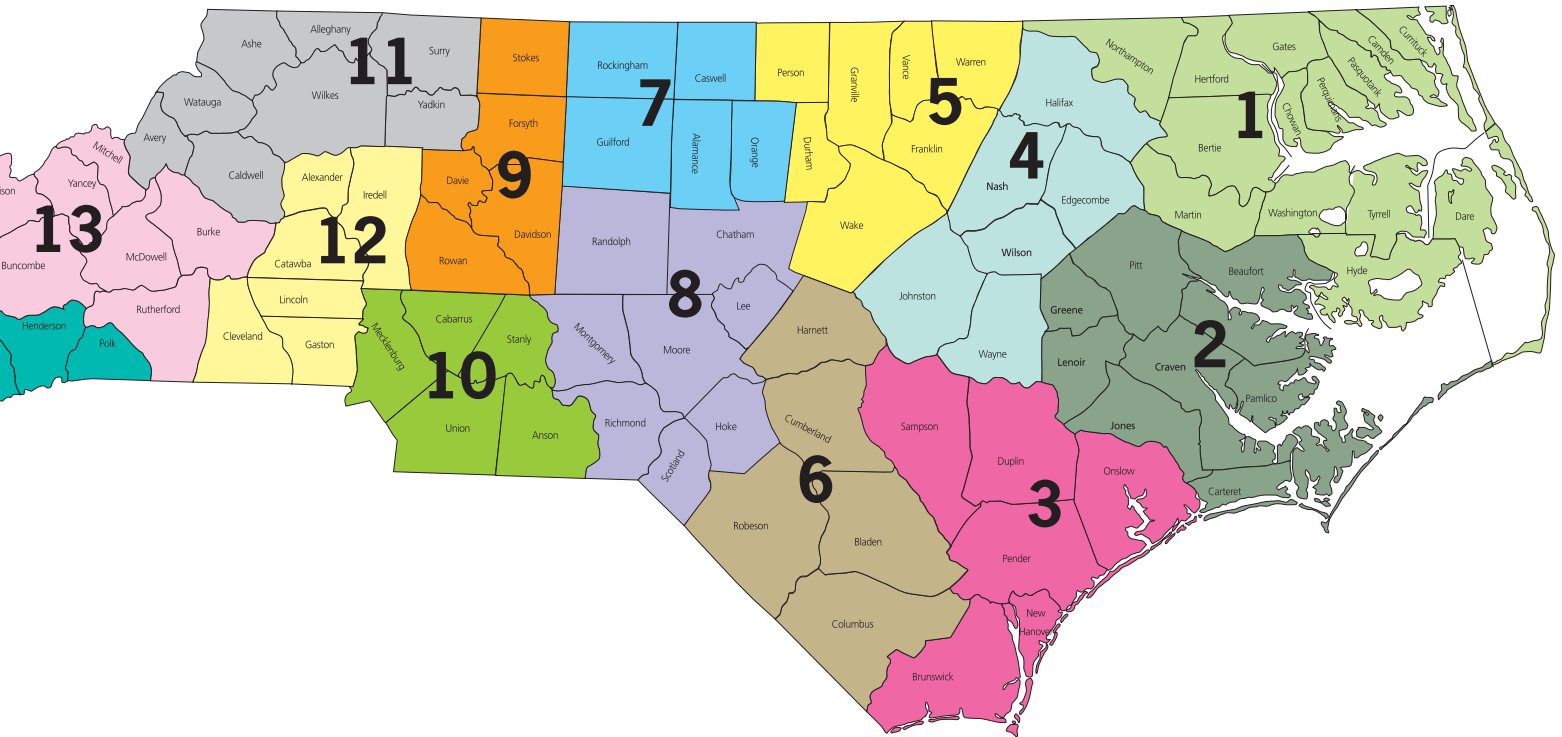


2008 – 2009 program highlights include:

- o Nearly 75,000 students participated in Governor's Highway Safety Program's "R U BUCKLED?" program in the 2008 – 09 school year, which encourages safety belt usage among teenage drivers.
- o Three Design-Build projects were delivered, including the I-85 widening in Rowan County, the Windsor Bypass and the N.C. 43 Connector in New Bern. Design-Build is an innovative concept that allows projects to be completed more quickly and efficiently.
- o NCDOT began implementing efficiencies in the bridge program to reduce delivery time and project costs. These changes will reduce the time from the beginning of planning to construction from five to three years for most bridges and down to one year for the simple projects. Additionally, new design standards for simpler bridges, including those on secondary roads, will result in about 25 percent cost savings.
- o The department launched a pilot project in Lenoir County to determine if the expanded use of Geographic Information Systems (GIS) mapping in the project development process could reduce field work and thus reduce project development costs and also streamline the process. The improved and updated GIS mapping would be used as part of the long-range planning and project planning activities.

**The Division of Technical Services assists in delivering projects and programs across all transportation modes.*

North Carolina Transportation Divisions



*“I just want to tell you how much pleasure the new bridge
on 801 North near Fulton Church brings me every day...*

*I wanted to let you know that from the engineer who designed it to
the workman who tossed the last grass seeds, it is a job well done.”*

– Citizen in Davie County

Highway Performance Profile

GOAL: Make our transportation network safer

Division	VMT (per 100 MVMT)		Total Crashes		Crash Rates (per 100 MVMT)		Total Fatalities		Fatality Rate (per 100 MVMT)		Total Injuries		Total Injury Rate (per 100 MVMT)	
	5YrAvg	FY 09	5YrAvg	FY 09	5YrAvg	FY 09	5YrAvg	FY 09	5YrAvg	FY 09	5YrAvg	FY 09	5YrAvg	FY 09
01	35.56	35.94	5,773	5,681	162.37	158.08	72	57	2.01	1.59	3,180	2,597	89.43	72.27
02	50.33	50.33	11,366	11,334	225.81	225.21	88	87	1.74	1.73	6,449	5,592	128.12	111.11
03	66.72	71.26	16,270	15,782	243.84	221.48	125	122	1.88	1.71	8,934	7,836	133.89	109.97
04	72.78	70.51	15,354	14,517	210.96	205.89	141	102	1.93	1.45	8,253	6,920	113.40	98.14
05	127.25	136.68	39,939	38,774	313.86	283.69	150	123	1.18	0.90	15,802	13,867	124.18	101.46
06	73.15	71.47	17,325	18,556	236.84	259.64	178	186	2.43	2.60	10,999	10,053	150.35	140.66
07	90.58	92.69	21,288	20,535	235.02	221.55	126	102	1.39	1.10	11,312	10,446	124.88	112.70
08	56.34	54.24	11,326	11,111	201.01	204.86	125	105	2.22	1.94	6,360	5,590	112.87	103.06
09	77.21	78.26	17,261	16,633	223.54	212.52	111	97	1.43	1.24	8,931	7,897	115.66	100.90
10	125.69	131.58	39,599	33,240	315.06	252.62	150	109	1.20	0.83	19,266	15,384	153.28	116.91
11	41.14	41.05	8,600	8,653	209.05	210.77	69	63	1.68	1.53	4,473	4,073	108.74	99.21
12	82.93	83.06	18,864	17,274	227.47	207.96	124	107	1.49	1.29	10,521	9,109	126.87	109.66
13	56.01	55.07	10,649	9,721	190.12	176.51	77	57	1.37	1.03	6,326	5,135	112.94	93.24
14	42.99	42.49	7,032	7,258	163.57	170.83	63	67	1.47	1.58	3,833	3,432	89.15	80.78
Statewide	998.69	1,014.63	240,645	229,069	240.96	225.77	1,597	1,384	1.60	1.36	124,637	107,931	124.80	106.37

*5 Year Average Compared to Fiscal Year 2009 Result

- Trend is down (FY09 compared to 5-year average)
- Trend is statistically even ($\pm 2.5\%$)
- Trend is up (FY09 compared to 5-year average)

Notes:

- Transportation Division 2 does not maintain any interstate mileage. Transportation Division 4 maintains all of Transportation Division 1's interstate system mileage.
- Infrastructure health performance assessments are produced biannually. The next system-wide performance assessment will occur in 2010.
- Infrastructure health data published in 2008 have been adjusted due to highway route changes during this fiscal year and target definition modifications.
- Pavement Condition is defined as the percentage of pavement miles in good condition.
- Bridge Condition is defined as percentage of bridges in good condition.
- Roadside Features is defined as a composite score from 0 – 100 with 100 being the best.

Highway Performance Profile

GOAL: Make our infrastructure last longer

Division	2008 Pavement Conditions			2008 Bridge Conditions	2008 Average Roadside Features Index
	Interstates	Primary Roads	Secondary Roads		
Color Legend	(70–85%=yellow)	(65–80%=yellow)	(60–75%=yellow)	(55–70%=yellow)	(75–84%=yellow)
01	100%	62.9%	64.7%	39.2%	76.8
02	n/a	64.0%	57.0%	60.1%	80.5
03	88.0%	54.2%	67.6%	55.0%	79.1
04	64.5%	59.4%	70.5%	62.1%	78.8
05	79.8%	65.2%	62.5%	64.3%	77.2
06	94.6%	73.7%	76.1%	48.1%	78.4
07	86.9%	61.5%	70.9%	51.6%	82.1
08	93.5%	76.3%	74.1%	65.7%	75.8
09	82.6%	65.8%	71.0%	62.9%	87.5
10	91.5%	58.2%	68.8%	68.2%	84.2
11	80.3%	68.9%	62.2%	67.4%	84.0
12	58.2%	60.9%	76.5%	78.2%	84.7
13	71.3%	77.2%	67.0%	69.9%	80.5
14	80.8%	69.5%	63.8%	73.5%	83.4
Statewide	80.5%	65.4%	68.5%	63.7%	81.7

“I would like to commend the workers that repaired a drainage system from a state road into my property in Sylva. On June 2 they did a beautiful job repairing and adding rocks, etc. to a crumbling piece of earth near the road.”

– Citizen in Sylva



Motor Vehicles

The mission of the Division of Motor Vehicles (DMV) is to deliver quality motor vehicle services, promote highway safety, and furnish timely and accurate information by providing excellent customer service, enforcing motor vehicle laws, and maintaining the integrity of official DMV records.

2008 – 2009 program highlights include:

- o In 2009, the division completed phased rollout of central issuance of North Carolina driver licenses. Customers no longer receive their driver licenses “over the counter” at the driver license office. Instead, their licenses are produced in a secure facility in Raleigh and mailed to them. The new system helps prevent identity theft and addresses fraud and counterfeiting, making North Carolina driver licenses more secure.
- o Beginning in November 2008, windshield inspection stickers are no longer used when a vehicle is inspected. Electronic authorizations for inspections are being phased in over a two-year period. These inspection authorizations are matched with DMV's vehicle registration information when vehicles are inspected. Most vehicles are required to be inspected prior to being registered in North Carolina.
- o In November 2008, DMV opened the Commercial Driver License (CDL) Skills Testing Facility in Lumberton. The facility is the first of its kind in the state and the second in the Southeast. This is a dedicated CDL test skills site that conducts only commercial vehicle pre-driving and road tests.
- o In December 2008, the DMV License and Theft Bureau became the first DMV agency in the United States to obtain national accreditation from the Commission on Accreditation for Law Enforcement Agencies Inc. The Bureau was created in 1921 by the North Carolina General Assembly and is the oldest state law enforcement agency in North Carolina.

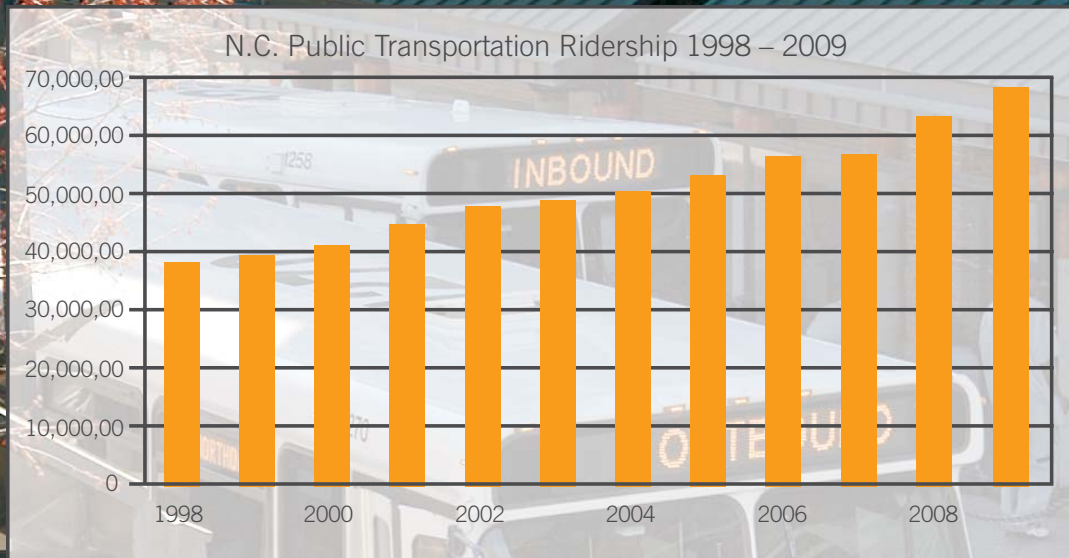
Motor Vehicles Performance Profile

GOAL: Make our organization a place that works well

- Results compared to 3-year average have increased
- Results compared to 3-year average have stayed the same or declined up to 10%
- Results compared to 3-year average have declined greater than 10%

Performance Element	FY 2006	FY 2007	FY 2008	FY 2009
Licensed Drivers	6,513,272	6,579,455	6,650,610	6,700,342
Registered Vehicles	8,401,000	8,717,997	8,545,254	8,451,048
Titles Processed	2,920,000	2,888,000	2,777,000	2,373,050
Plates/Stickers Requested	9,700,000	9,294,870	9,252,294	9,163,348
Internet Renewals	1,028,927	1,252,338	1,389,207	1,530,019
Graduated Licenses Issued	195,226	193,342	192,627	191,191
Learner's Permits Issued	95,727	87,841	93,156	88,037
Duplicate Licenses Issued	714,096	765,924	763,692	711,290
Renewals Issued	912,652	937,951	953,693	888,700
Original Licenses Issued	341,666	337,066	348,291	304,643

*3YrAVG includes the preceding 3 years of data results



*Preliminary result for 2009

**Results are reported by Federal Fiscal Year (October 1 – September 30)

Public Transportation Systems in North Carolina

15	Single-City Urban Transit Systems
3	Fixed-Route Transit Systems in Small Cities
2	Regional Urban Transportation Authorities
4	Consolidated Urban-Community/Rural Transit Systems
68	Community/Rural Single-County Transit Systems
7	Regional Community/Rural Transit Systems
99	Total Transit Systems in North Carolina

Public Transportation

The department's public transportation program is delivered by the Public Transportation Division, which was created in 1974 by the N.C. General Assembly to foster the development of intercity, urban and rural (now referred to as "community") public transportation in North Carolina. The division administers federal and state transportation grant programs; provides leadership and training opportunities to transit professionals; makes planning and technical assistance available in an effort to enrich transit services offered to North Carolina citizens; and prepares projections to meet future transit needs. All of the state's 100 counties enjoy some form of public transportation, even in rural areas.

North Carolina's community, regional community, urban and regional urban transportation systems served more than 62.2 million passengers in 2008, a 9.6 percent increase over the previous year. Although in operation only a little more than seven months in 2008, Charlotte Area Transit System's light rail added 2.2 million riders to the state's fiscal year total passenger count.

2008 – 2009 program highlights include:

- o The Public Transportation Division evaluated the effectiveness of the intercity bus program and developed a statewide network plan that will provide a framework that can be used for decision making. The framework evaluates where the greatest likelihood of success will occur with the addition or preservation of short- to mid-term intercity bus services.
- o Greenway Public Transportation is North Carolina's newest regional public transportation system. Effective July 1, 2008, Greenway consolidated the rural systems in Alexander, Burke, Caldwell and Catawba counties and the urban system in Hickory, also serving Newton and Conover. The N.C. Board of Transportation has encouraged the formation of regional systems to increase mobility options available to a region's citizens. A multi-county transit agency can more efficiently and effectively accommodate trips that cross county lines for medical services, employment, training programs and educational opportunities.
- o The targeted reduction in growth of job-related vehicle miles traveled, established in the Ambient Air Quality Improvement Act of 1999, has been met. The state's goal was to reduce the growth of commuter vehicle miles traveled (VMT) by at least 25 percent by July 1, 2009. The reduction in growth has been calculated annually based on estimated commuter trips via public transit, vanpool and carpool by the Public Transportation Division, as required by the legislation. According to FY2008 – 09 figures, the projected growth of commuter VMT has been reduced by 25 percent.

Ferry Ridership								
Ferry Route	2004 – 05		2005 – 06		2007 – 08		2008 – 09*	
	Vehicles Transported	Passengers Transported	Vehicles Transported	Passengers Transported	Vehicles Transported	Passengers Transported	Vehicles Transported	Passengers Transported
Southport to Fort Fisher	179,939	477,246	173,005	494,898	185,447	499,796	154,318	426,973
Cherry Branch to Minnesott	267,502	467,452	272,175	476,962	277,254	486,782	260,134	453,043
Cedar Island to Ocracoke	39,671	97,945	39,418	95,822	38,763	93,597	34,235	84,604
Ocracoke to Cedar Island	38,334	94,343	38,024	92,596	37,020	89,986	33,303	82,308
Pamlico River	75,471	121,078	75,033	117,394	81,572	129,564	80,211	124,994
Swan Quarter to Ocracoke	12,500	24,421	12,968	25,705	16,217	33,397	12,908	29,314
Ocracoke to Swan Quarter	10,412	21,761	11,069	23,529	14,463	31,237	12,298	28,803
Hatteras Inlet	340,416	877,442	357,789	925,815	353,192	951,691	328,324	869,139
Currituck	19,361	63,820	26,308	83,371	29,490	89,438	27,773	85,255
Summary	983,606	2,245,508	1,005,789	2,336,092	1,033,418	2,405,488	943,504	2,184,433



Governor Hyde Ferry

Ferry

The Ferry Division's mission is to provide safe, cost-effective and dependable service for the traveling public. The division operates seven routes with 22 ferries transporting approximately 1 million vehicles and more than 2 million passengers each year across five separate bodies of water — Currituck Sound, Pamlico Sound, Cape Fear River, Neuse River and Pamlico River. The operations are supported by a full-service shipyard, dredge, crane barge, tugs and other support vessels.

2008 – 2009 program highlights include:

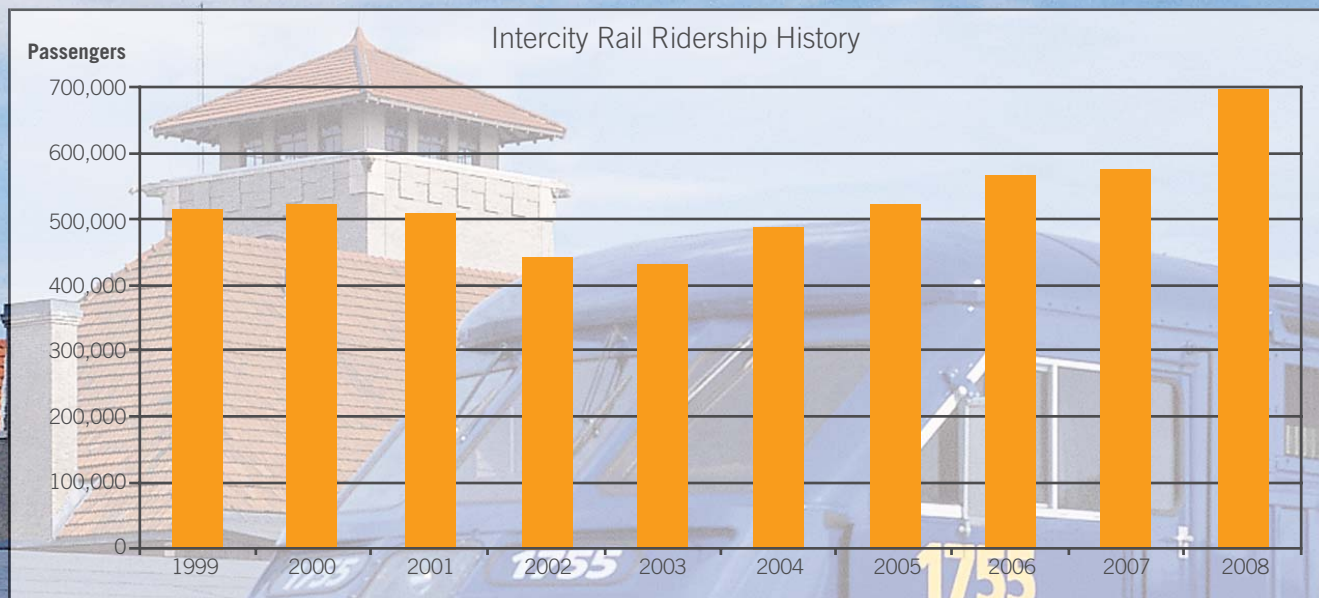
- o The division designed and constructed its first in-house vessel. The crane barge Skyco headed for its first assignment October 2, 2008, at the Currituck ferry facility to install and replace piling clusters adjacent to the terminal. The Skyco will enhance the dredging operation and make the division more efficient and able to respond rapidly to maintenance issues.
- o The division completed construction of its new, modern welcome center on Ocracoke Island, which opened September 2008. It is closer to the traffic lanes, improving accessibility and traffic control. Also included inside is an information center, reservations phone access, rest rooms, vending machines and a ship's store for memorabilia, as well as ferry operations offices.

Ferry Performance Profile

GOAL: Make our transportation network move people and goods more efficiently

Ferry Route	3YrAVG Vehicles Transported	2008 – 09* Vehicles Transported	3YrAVG Passengers Transported	2008 – 09* Passengers Transported	
Southport to Fort Fisher	179,464	154,318	490,647	426,973	% Change was positive
Cherry Branch to Minnesott	272,310	260,134	477,065	453,043	% Change was 0 to -7.99%
Cedar Island to Ocracoke	39,284	34,235	95,788	84,604	% Change was ≥ -8%
Ocracoke to Cedar Island	37,793	33,303	92,308	82,308	
Pamlico River	77,359	80,211	122,679	124,994	
Swan Quarter to Ocracoke	13,895	12,908	27,841	29,314	
Ocracoke to Swan Quarter	11,981	12,298	25,509	28,803	
Hatteras Inlet	350,466	328,324	918,316	869,139	
Currituck	25,053	27,773	78,876	85,255	
Summary	1,007,604	943,504	2,329,029	2,184,433	

*Due to implementation of U.S. Coast Guard manning and vehicle inspection requirements, budget constraints and excessive repairs to aging sound-class vessels, scheduled ferry runs were reduced in 2008 – 09, resulting in less traffic volume; however ferry service demands remained constant.



Salisbury Station

Rail

North Carolina has 3,684 miles of railroad tracks throughout the state. These tracks provide an efficient and environmentally friendly form of transportation. There are two types of trains that operate in the state, passenger trains and freight trains. The Rail Division works with communities across the state to make rail-highway crossings safer by installing traffic-control devices, closing and consolidating crossings, and separating dangerous intersections by constructing bridges over and under railroad tracks.

The North Carolina Department of Transportation's Rail Division sponsors two passenger trains, the Carolinian and Piedmont. The northbound Carolinian departs Charlotte every morning and ends its trip in New York City. The southbound Carolinian train leaves New York City each morning and arrives in Charlotte in the early evening. The Piedmont train carries passengers from Raleigh to Charlotte and back every day. Combined, the Carolinian and Piedmont carry more than 360,000 passengers each year.

The Rail Division submitted two sets of applications for federal recovery funding to support short-term and long-term rail improvement in the state.

On Oct. 2, the state requested more than \$5 billion for four projects to help further develop the federally designated Southeast High Speed Rail Corridor. The projects will increase service frequency and reliability, reduce travel times and improve safety by adding double track, passing sidings and constructing bridges that separate the highway from rail. These track improvements would lay the foundation to deploy trains at top speeds of 90-110 miles per hour on the nearly 500-mile long corridor between Charlotte and Washington, D.C.

On September 1, NCDOT submitted applications for six "ready to go" projects. Those applications totaled more than \$75.9 million and included a commitment of more than \$16 million in matching funds.

Rail Performance Profile

GOAL: Make our transportation network move people and goods more efficiently

Year**	5YrAVG*	Ridership Total	
2003	497,774	433,654	Trend has declined compared to 5-year average
2004	483,985	485,459	Trend is statistically even compared to 5-year average
2005	477,681	520,698	Trend has increased compared to 5-year average
2006	477,191	567,472	Trend has increased compared to 5-year average
2007	489,890	572,833	Trend has increased compared to 5-year average
2008	516,023	694,290	Trend has increased compared to 5-year average

*5YrAVG = average ridership of five preceding five years

**Results are reported by Federal Fiscal Year (October 1 – September 30)



Bicycle and Pedestrian Transportation

The Department's bicycle and pedestrian transportation program is delivered primarily by the Division of Bicycle and Pedestrian Transportation (DBPT), the Division of Highways and the Division of Technical Services. The bicycle and pedestrian transportation program is a comprehensive program, touching all aspects of bicycling and walking; whether designing facilities, creating safety programs, mapping cross-state bicycle routes, training teachers, sponsoring workshops and conferences, fostering multi-modal planning or integrating bicycling and walking into the ongoing activities of the Department of Transportation. Created in 1974 as a result of North Carolina bicycle program legislation and expanded to encompass pedestrian activities in 1992 as a result of federal legislation, the Bike/Ped program is the oldest of its kind in the United States.

2008 – 2009 program highlights include:

- o Developed an annual grant program, unique in the nation, to encourage municipalities to draw comprehensive bicycle plans and pedestrian plans.
- o Concluded the 2008-2009 Safe Routes to School grant program, which provided funds for bicycle and pedestrian improvement projects and safety education and encouragement programs at local schools. The department received \$3.9 million to fund projects.
- o Awarded the first Safe Routes to School (SRTS) Action Plan Service Awards to 16 communities across the state encompassing 48 schools. This service award provides assistance to schools or communities beginning a local SRTS program through the development of an action plan that identifies and prioritizes where sidewalks, bicycle lanes, shared-use paths or intersection improvements are needed to enhance pedestrian and bicyclist safety near these schools.

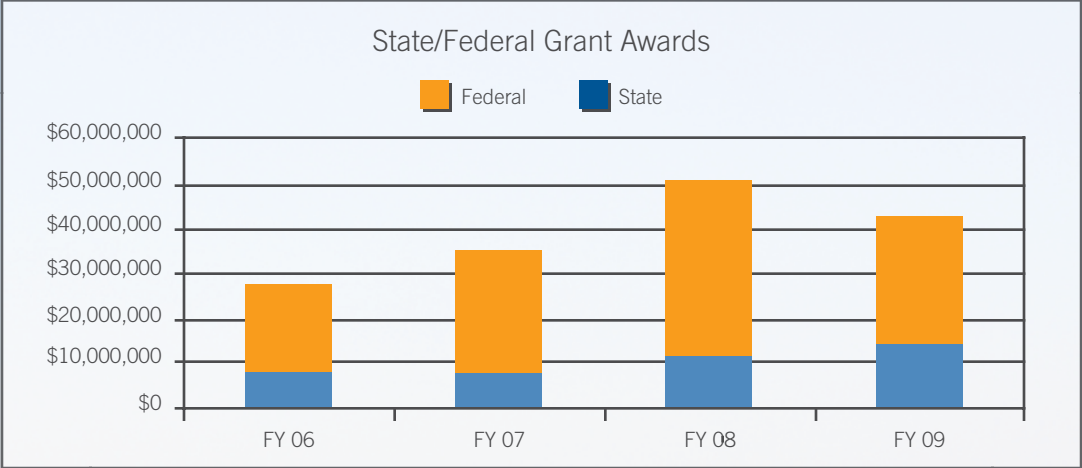
Bicycle and Pedestrian Transportation Profile

* 5YrAVG includes the preceding five years

GOAL: Make our transportation network safer

Division	FY 09			5YrAVG*		5YrAVG*
	Bike	Ped.	Comb.	Bike	Ped.	
01	3	6	9	1.8	7	8.8
02	2	12	14	2.6	11.8	14.4
03	4	17	21	1.8	16	17.8
04	2	6	8	1.8	13.2	15
05	1	15	16	1.8	22.4	24.2
06	0	18	18	3.8	21.6	25.4
07	2	16	18	1.4	13.8	15.2
08	1	9	10	1	10	11
09	2	9	11	1	13.2	14.2
10	1	14	15	2	18.8	20.8
11	0	4	4	0.6	3.8	4.4
12	4	8	12	0.6	12.6	13.2
13	1	6	7	0.8	7.2	8
14	0	5	5	0	4	4
Statewide	23	145	168	21	175.4	196.4

- Trend is positive (FY09 compared to 5-year average)
- Trend is statistically even (+/-)
- Trend is negative (FY09 compared to 5-year average)



Aviation

The Department's aviation program is delivered by the Division of Aviation, whose mission is to promote the economic well being of North Carolina through air transportation system development and improved aviation safety and education. The division is responsible for all aviation functions regarding state system planning, airport and aviation system development, and provides funding to communities for constructing and improving airports throughout the state. North Carolina has 72 publicly-owned airports and nearly 300 privately-owned airports. Nine airports have regularly scheduled airline service and four serve international destinations. There are more than 7,000 registered aircraft based in the state and 15,000 licensed pilots. More than 47 million passengers fly to and from North Carolina each year and more than 800 million pounds of air freight originate annually in the state.

The Division of Aviation is also responsible for the operations and maintenance of DOT's two twin engine aircraft. The aircraft are used for a combination of aerial photography, passenger transportation, aviation safety and response to statewide emergencies. The division works with the Department's Photogrammetry Unit to acquire aerial photographs and produce digital spatial information products used for transportation planning design, construction, and maintenance. The aircraft is equipped with the latest in Global Positioning System equipment for navigation and control of aerial photography missions.

2008 – 2009 program highlights include:

- o Through a series of innovations known collectively as NextGen, the Division of Aviation has established a leadership role in development and application of these technologies, which include ADS-B — a digital, satellite based system of very precise location of aircraft which enables aircraft to fly more precise flight paths. This increased precision significantly reduces the distances to fly and therefore reduces fuel burn which translates to reduced carbon emissions.
- o The Division of Aviation has partnered with the US Department of Agriculture and the North Carolina Airports Association on an initiative to develop Stormwater Pollution Prevention Plans and Spill Prevention Control and Countermeasure Plans for each NC airport.
- o The Division of Aviation, in collaboration with the Photogrammetry Unit, implemented a new digital mapping camera for aerial imagery acquisition. This improvement will improve efficiency and delivery of services.

Looking to the Future

This is the Department's Second Annual Report to the citizens of North Carolina. In the preceding pages — and in much more detail on the DOT Web site — we have sought to honestly portray the department's performance toward our goals of improving the safety, mobility and health of our transportation network, improving program delivery and making this a great place to work for our employees. In many areas, we have met or exceeded our goals; in others, we still have work to do.

Fiscal Year 2009 was a year of significant progress in a climate of economic stress and reduced resources. We look ahead with a renewed sense of enthusiasm and purpose toward an even more ambitious agenda for 2010. Here are some of the exciting challenges we have set for ourselves:

Logistics Vision

NCDOT worked with N.C. State University on a study that recommends how to better leverage the state's infrastructure assets — roads, rail, ports, airports — to enhance the economic vibrancy of the state. Under the leadership of the lieutenant governor, the departments of Transportation and Commerce will work in 2010 to create a logistics plan for strategic transportation investments to better move freight and people through North Carolina, all toward a brighter economic future.

Transportation Reform

The department's top priority will continue, with adoption in the Spring of a 5-year Work Program that identifies the transportation projects in all areas — roads, bridges, transit, rail, ferry, bike and pedestrian — that the department will commit to deliver over the next five years. Unlike in the past, projects will be chosen through a prioritization process that uses objective, measureable criteria to support decision-making.

Sustainable Communities

NCDOT is actively engaging in a federal program to improve access to affordable housing, provide more transportation options while lowering costs, and protect the environment.

Financial Innovation

As the federal government and states search for longer-term revenue solutions, NCDOT is developing new financial tools — tolling, debt financing, public-private partnerships — to stretch the limited dollars available to us.

Southeast High Speed Rail

We anticipate success in our application for federal recovery funding that will allow North Carolina to embark on a multi-billion-dollar program to speed passenger travel between Charlotte and Washington, D.C. Shorter term, we'll add a third daily round-trip passenger train between Raleigh and Charlotte.

Ferry Modernization

We will launch a study to modernize the state's aging ferry system that will set new ferry capabilities, determine the best fleet size and establish optimal fares and schedules.

Interstate 95

The department has started a major review of the half-century-old, 180-mile transportation corridor. The 18-month study will determine how to pay for the improvements necessary to keep commercial and passenger traffic flowing along the transportation spine of Eastern North Carolina.

Our goals

Make our transportation network **safer**.

Make our transportation network move people and goods more **efficiently**

Make our infrastructure **last longer**.

Make our organization a place that **works well**.

Make our organization a **great place** to work.

Our values

SAFETY We strive for safety throughout our transportation networks as well as in our work and our daily lives.

CUSTOMER SERVICE We respond to our customers, both internal and external, in an open, professional and timely manner.

INTEGRITY We earn and maintain trust by responsibly managing the state's assets, acting ethically, and holding ourselves accountable for our actions.

DIVERSITY We draw strength from our differences and work together in a spirit of teamwork and mutual respect.

QUALITY We pursue excellence in delivering our projects, programs, services and initiatives.

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